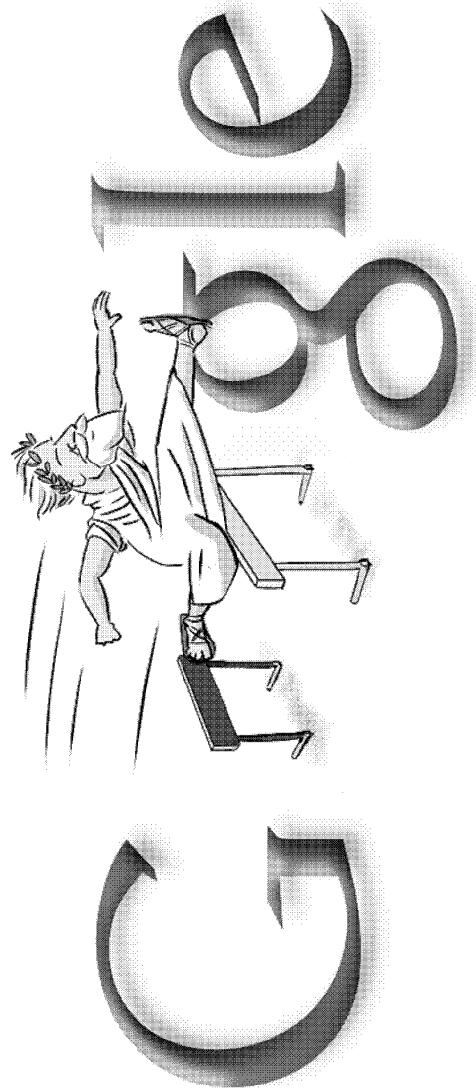


**EXHIBIT 97 TO  
HARVEY DECLARATION  
REDACTED VERSION**

# RiSC Training

(Responsible Interviewing for SWE Candidates)



# Video: Objectives (Laszlo/Arnon)

Why is interview the interview process important to the members of staffing?

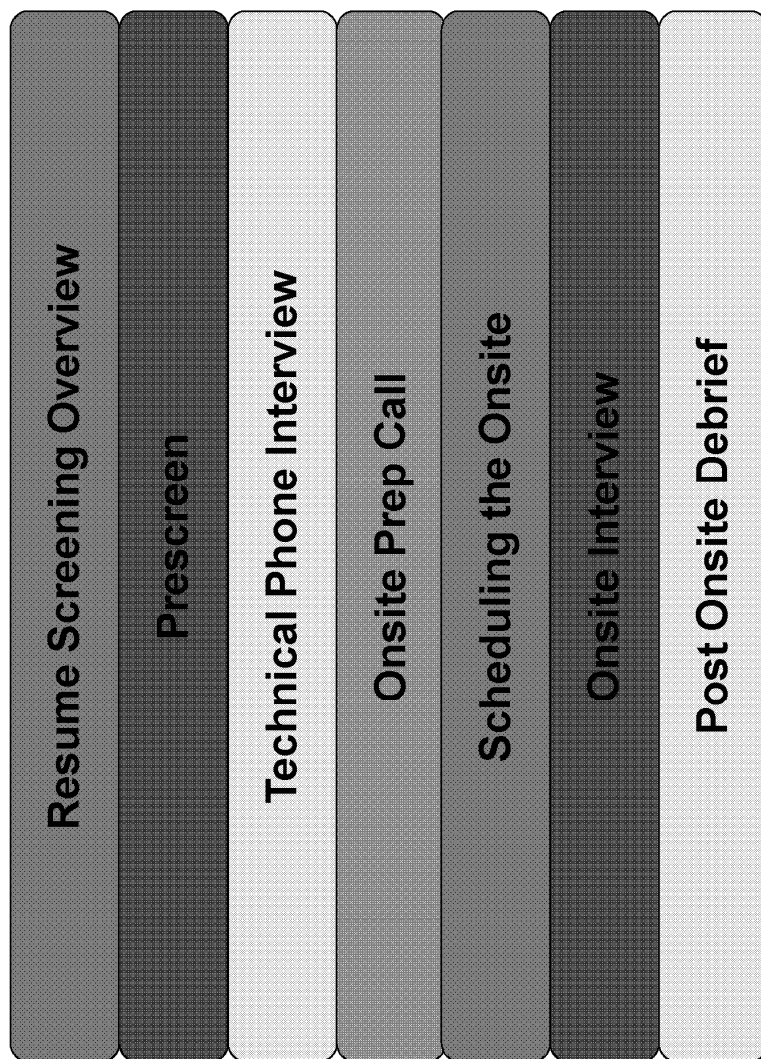
How will competing each and all of the touch points from this training improve metrics (What's in it for me?)

60-120 seconds w/conviction 😊

# Key Players



# Agenda



# Terminology: Applicant, Lead or Candidate?

- **Lead (passive)** – any individual that Google engages in order to assess their qualifications for existing opportunities.
- **Applicant** – any individual who has expressed interest in Google opportunities.
- **Candidate** - any individual who has expressed interest in Google opportunities, meets the minimum qualifications and a member of staffing has invited them to continue in the hiring process.

# Terminology: Active vs. Passive Candidates

- Active Candidates have expressed interest in exploring opportunities at Google.
- Passive Candidates have not expressed interest in exploring opportunities at Google. We have initiated contact to determine a potential fit.

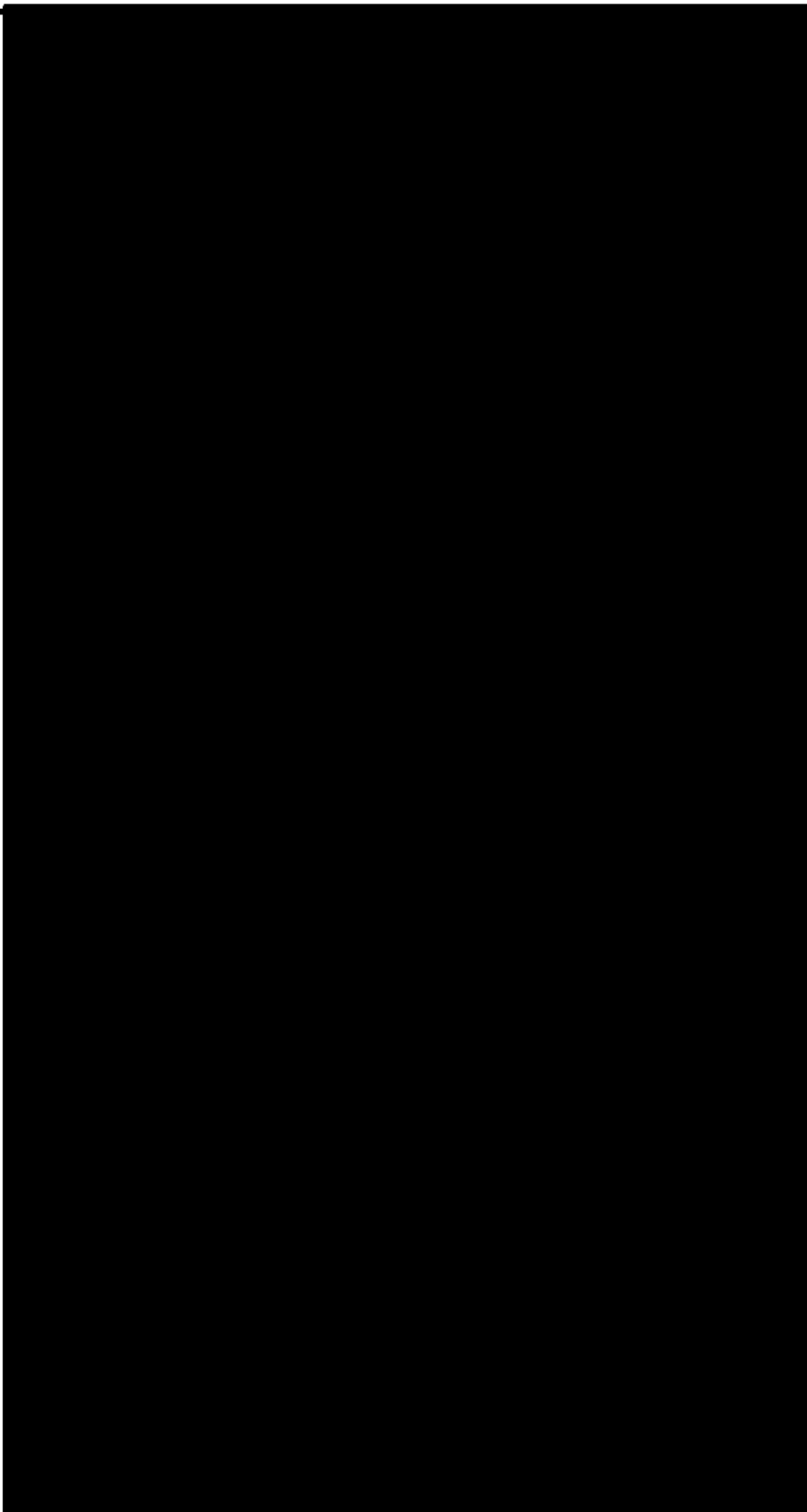
# Deb Ludwig

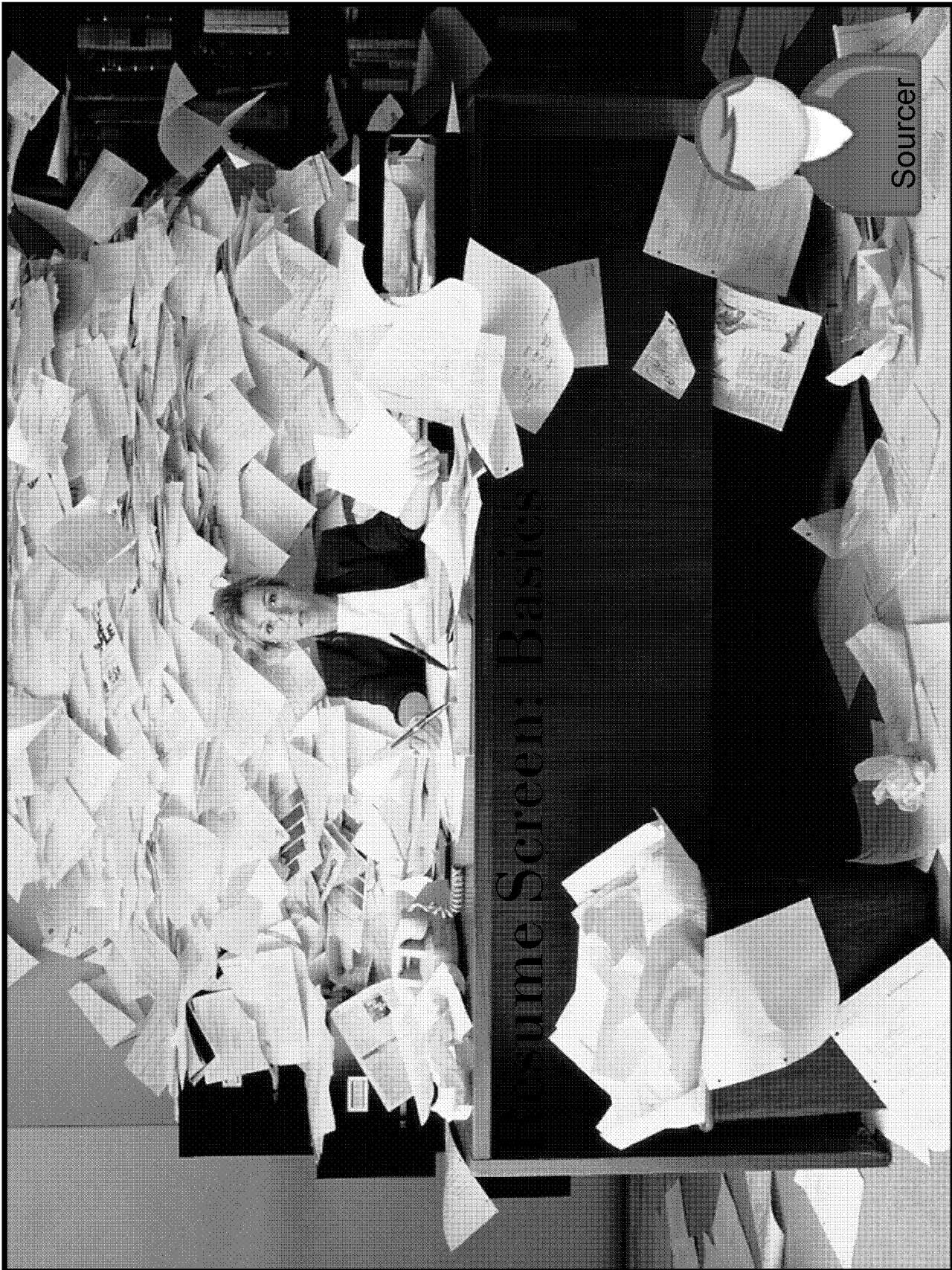
## Screening Overview

- o Screening Overview (content adviser - Deb Ludwig)
- o Roles & Responsibilities Choreography - Pg. 23
- o Resume Screening (for active candidate)
  - + Deb Ludwig's team
- + Some embedded in the group.....some not
- + Those that are not:
  - # Screen candidates
  - # Route to the appropriate req
- + Some contact candidates.....some don't



# Hiring Process







## Resume Screen: Attribute Criteria



# Resume Screen: Attribute Criteria



Common/Attribute	Definition	Example
[Redacted Content]		

# Resume Screen: Attribute Criteria

[Redacted]

Examples

Definition

Competency/Attribute

[Redacted]			
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Competency/Attribute	Definition	Examples

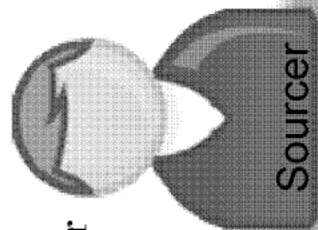


# Resume Screen: Diversity

“Google values diversity and excellence in engineering. Diversity of perspectives, ideas, and cultures enriches our products, services, and working environment”.

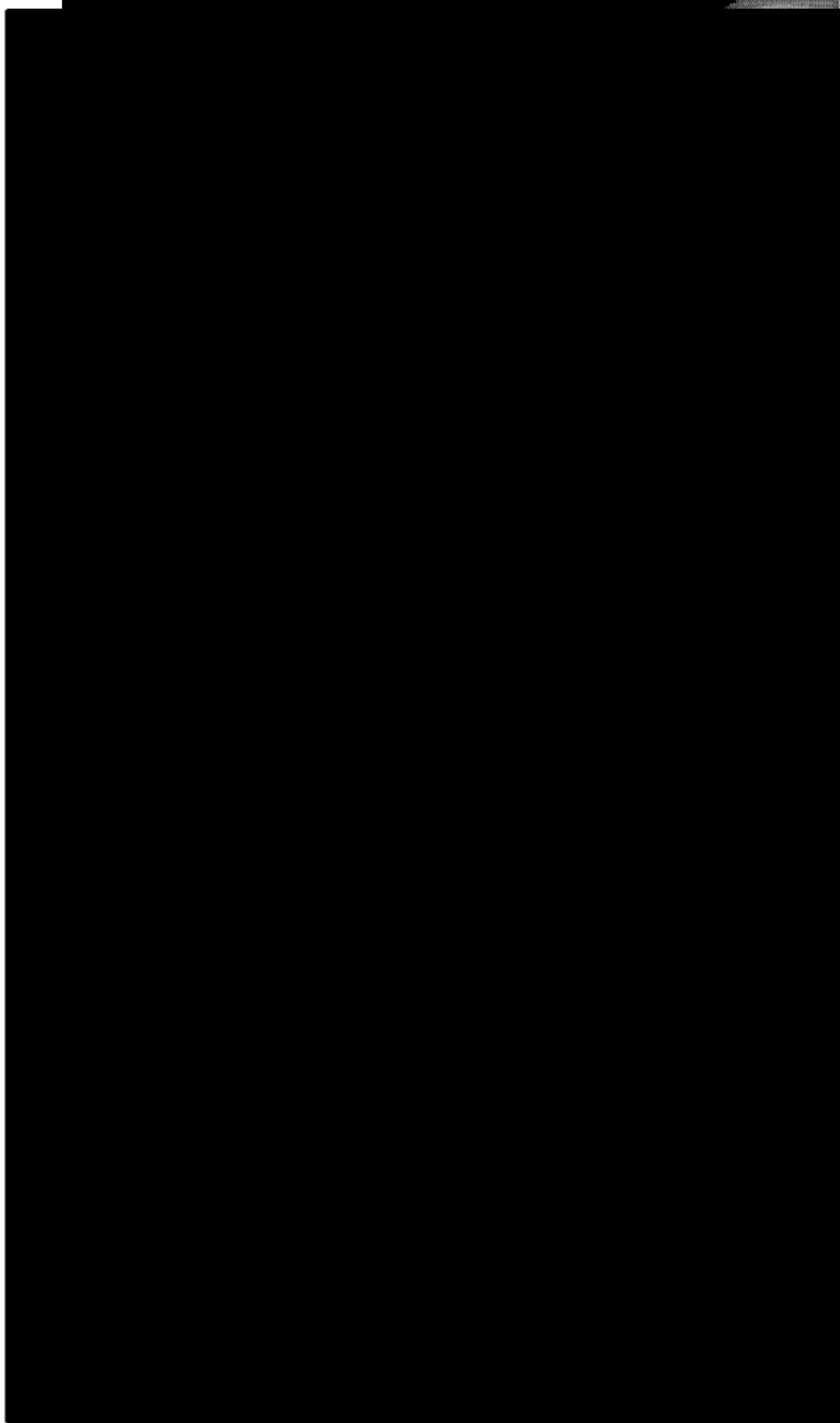


We need to identify and document all the well-developed capacities of every candidate to accomplish something in their work and their relevance to Google.

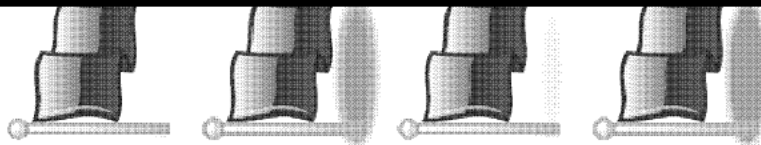
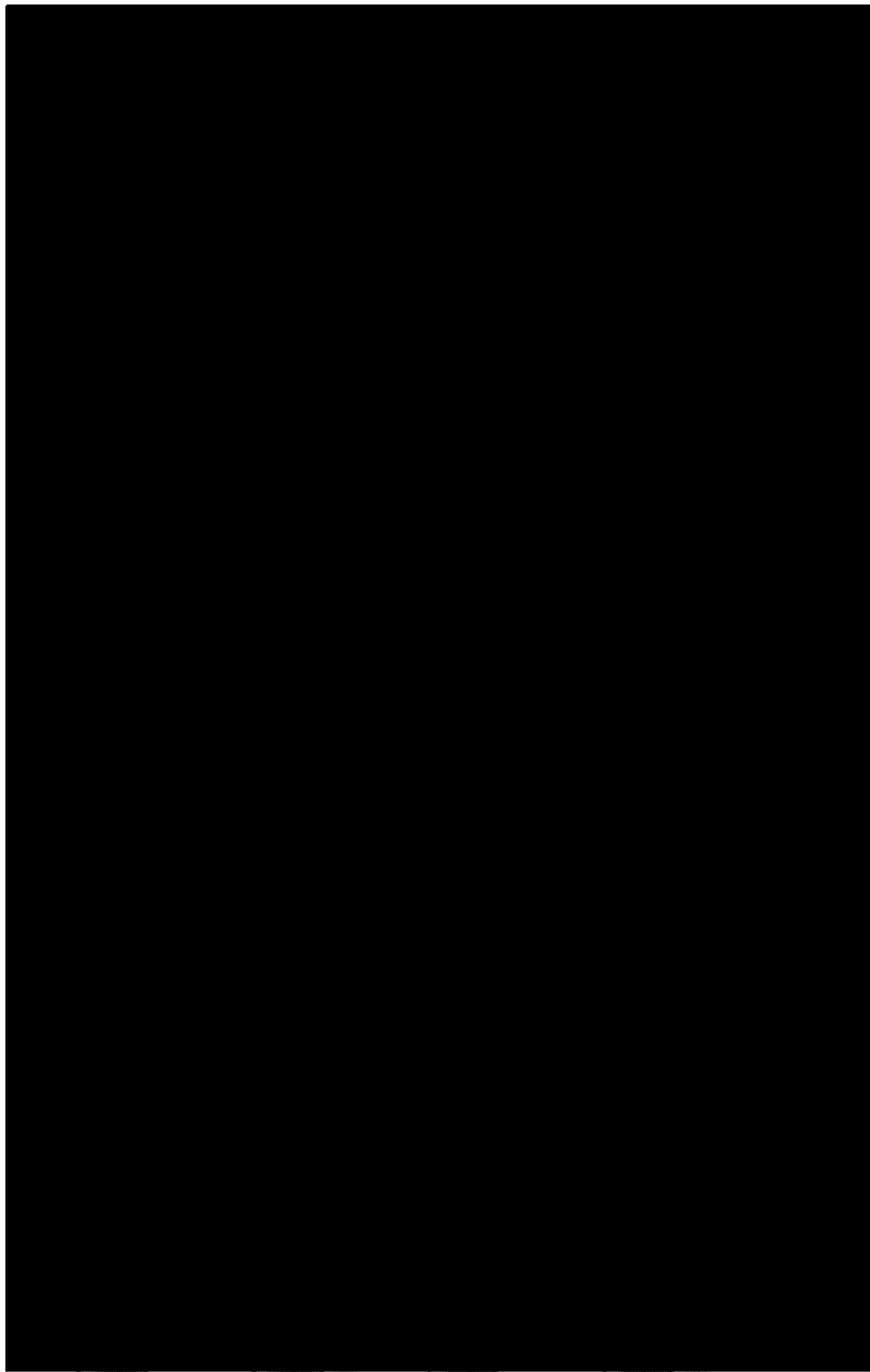




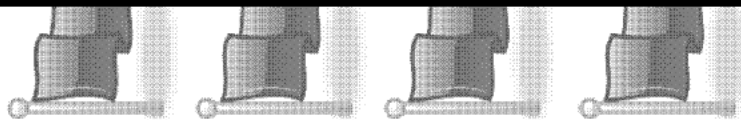
# Resume Screen: Research & Publications



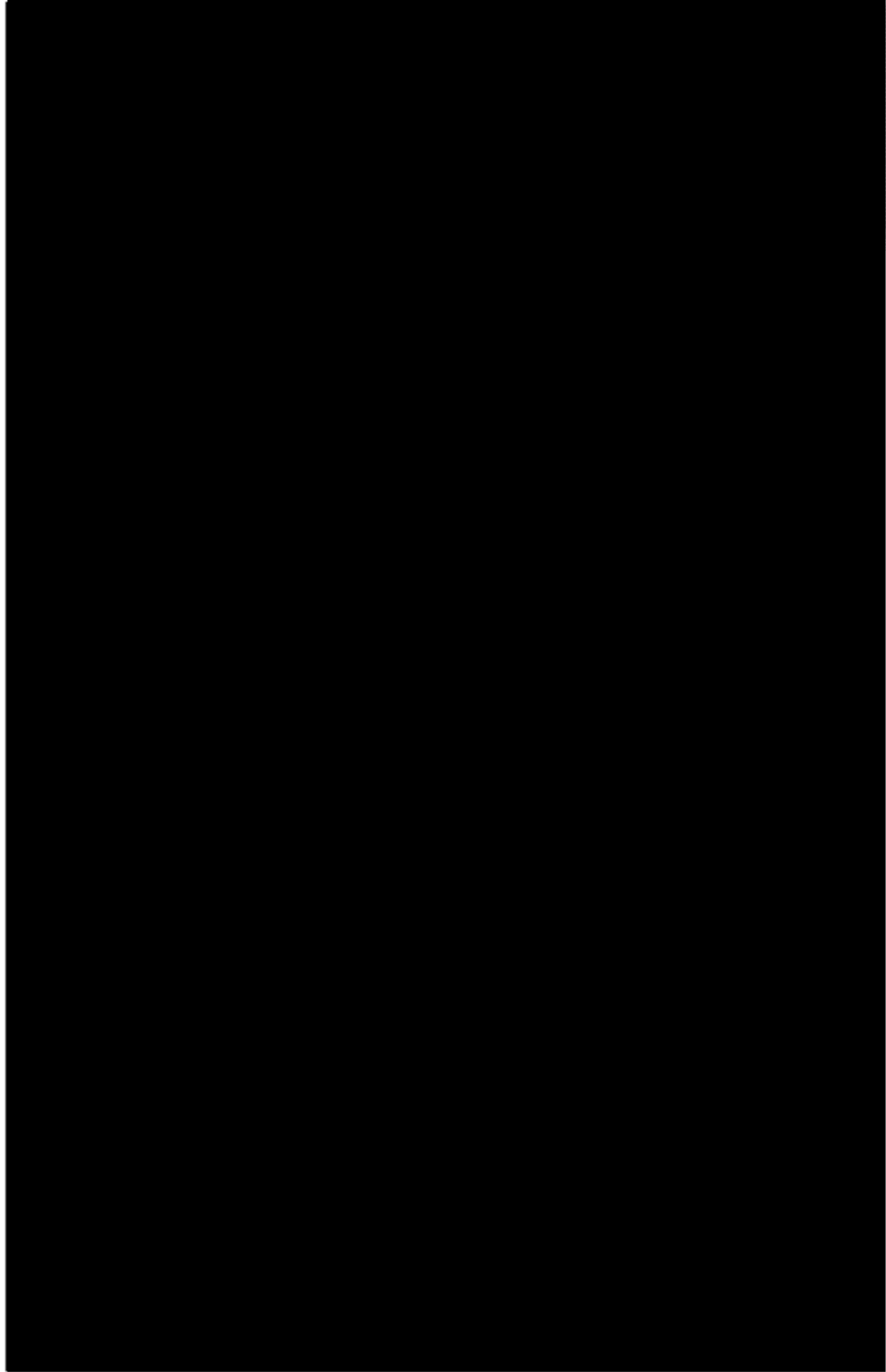
# Resume Screen: *Negative* Indicators



# Resume Screen: Neutral Indicators



# Resume Screen: Positive Keywords



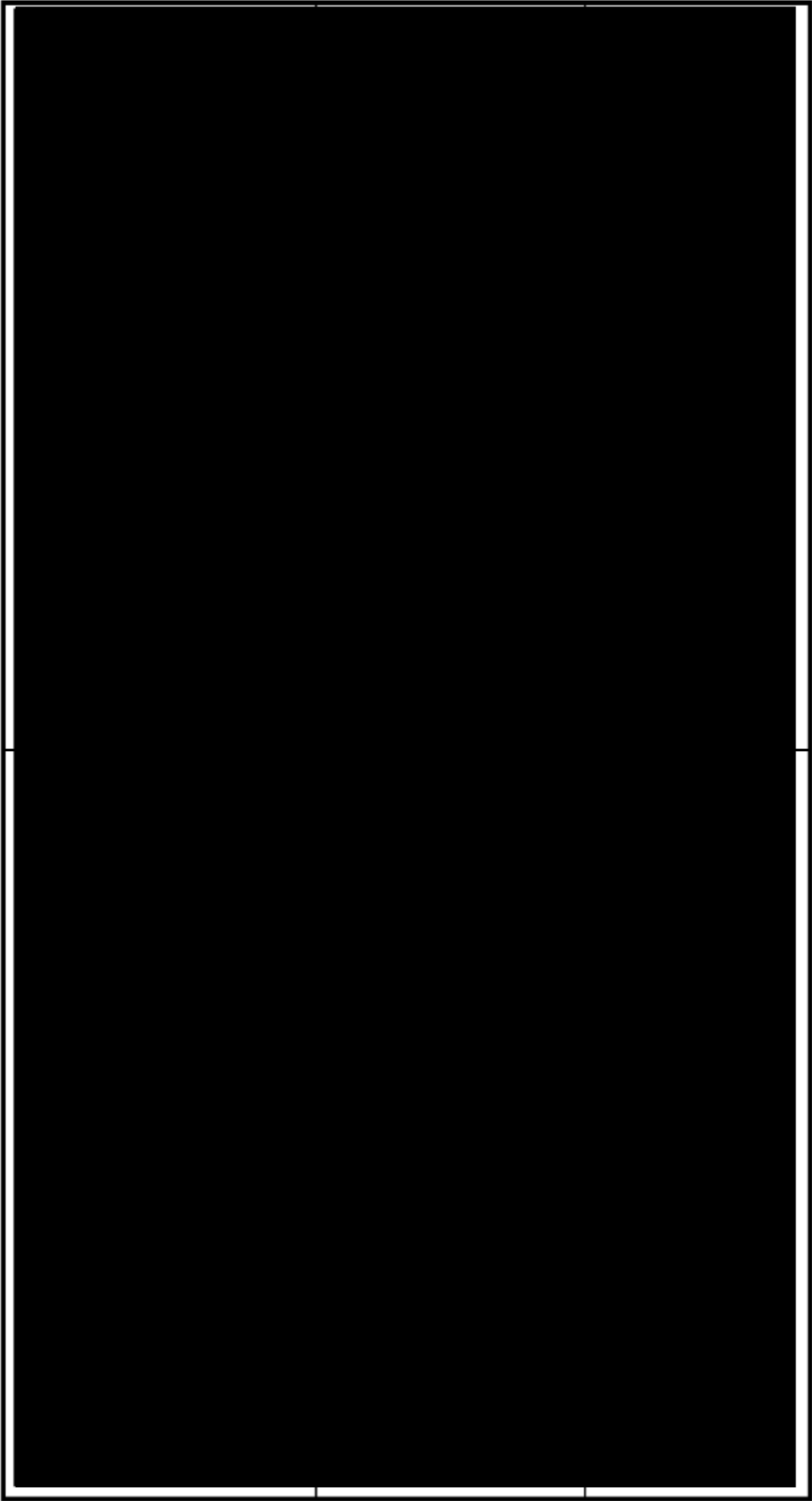
# Resume Screen: Negative Keywords



# Resume Screen: Good Snippets

Reason

Good Example

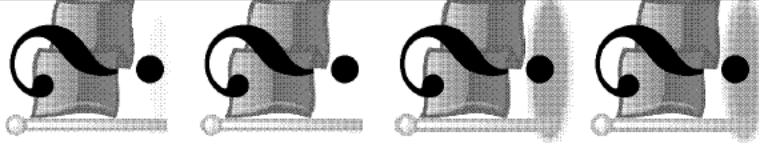
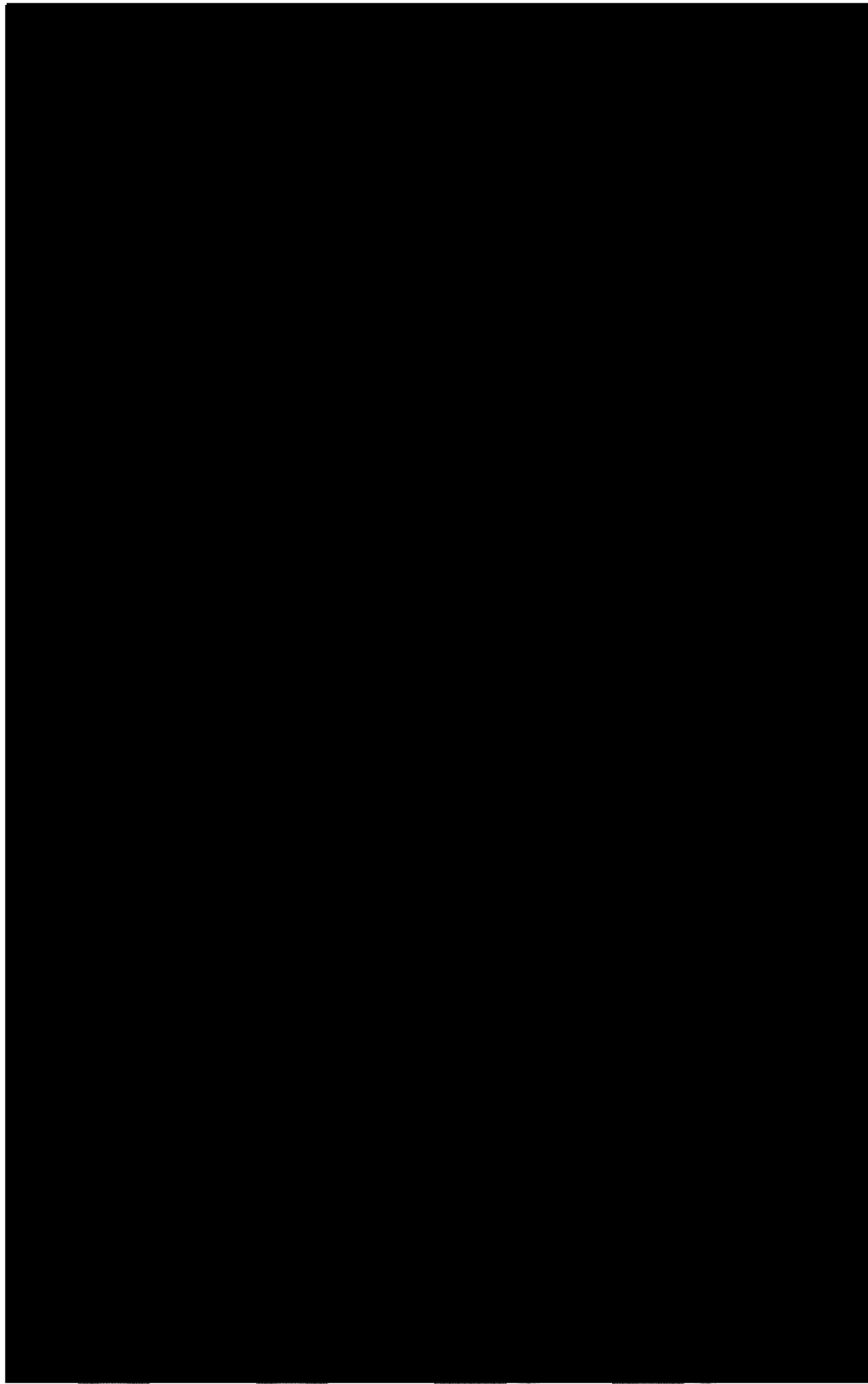


## Bad Example

Reason

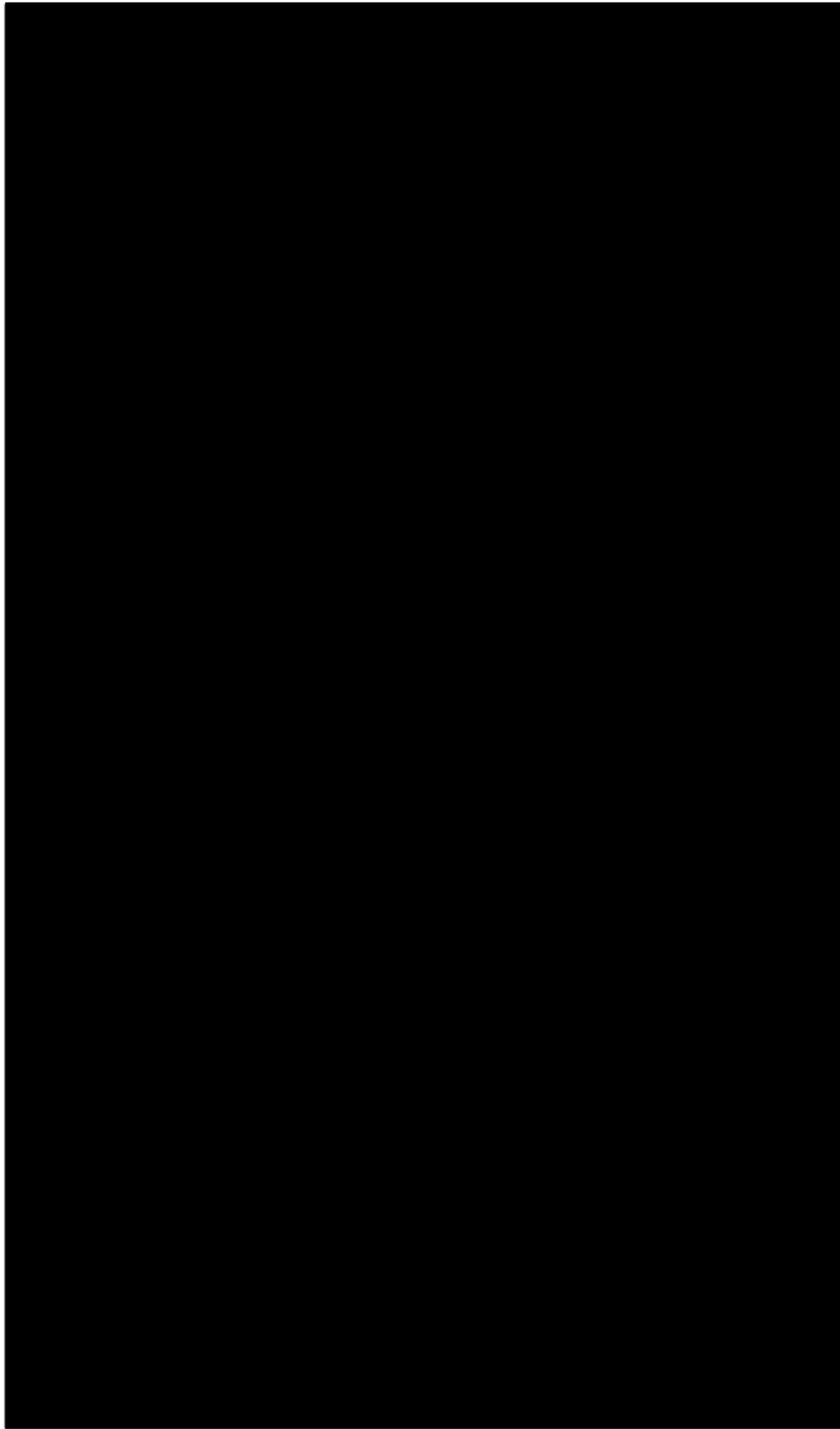
[REDACTED]

# Resume Screen:

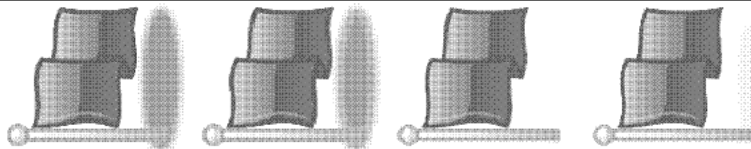
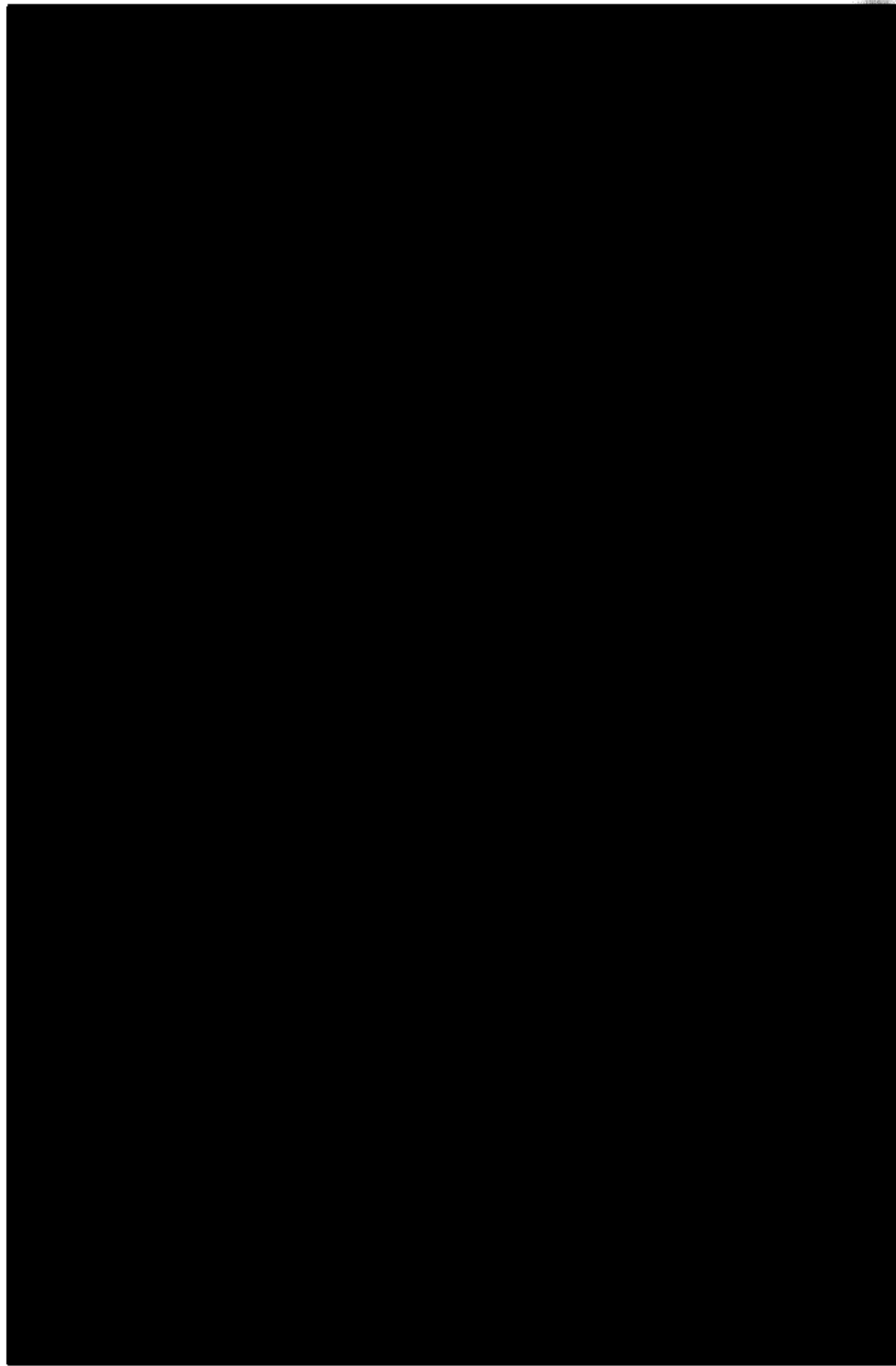




# Resume Screen: Batch Resumes



# Resume Screen: Tips



# Resume Screen:

**For additional tips on the resume  
screening, refer to Steve Yegge's  
unofficial guide**

"This document has not been officially blessed by anyone at Google. It's just my own opinions. Your mileage may vary significantly. With that said, I hope you find it helpful, and I welcome your feedback"

Steve

# Kristin Kassaei

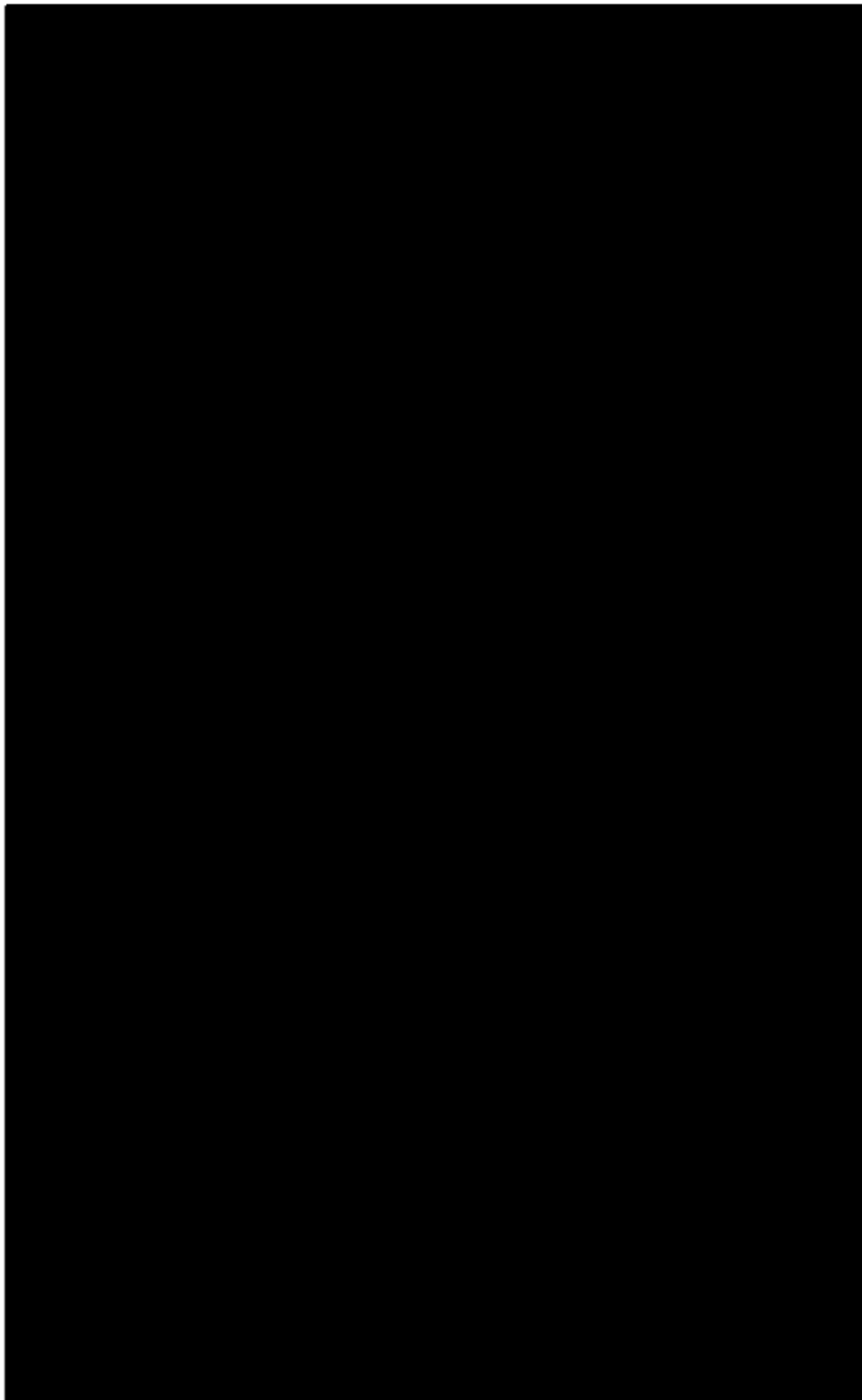
## Prescreen

- o Prescreen (content advisor - Kristin Kassaei) --  
Choreography - Pg. 8 + Interview Forms/Checklists +  
Interview Skills - Pg. 10 - 11
- + What is it?
- + Why is it important?
- + Roles & Responsibilities/who is responsible?  
(recruiter/sourcer)
- + Process
  - # Who do you know at Google?
  - # Internal reference
- + Where do they go from here? pass/no pass?

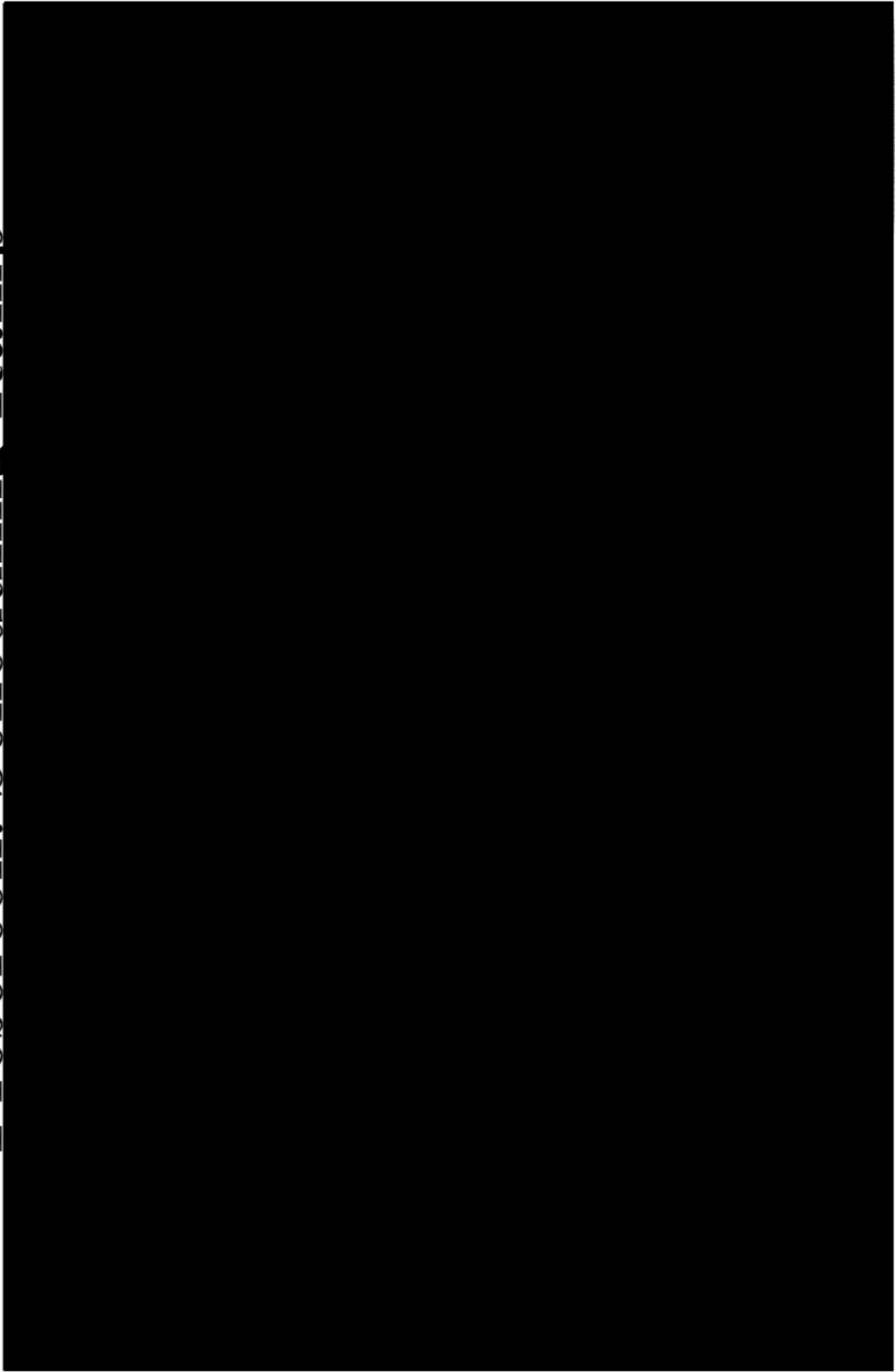
# Hiring Process



# Prescreen: Overview



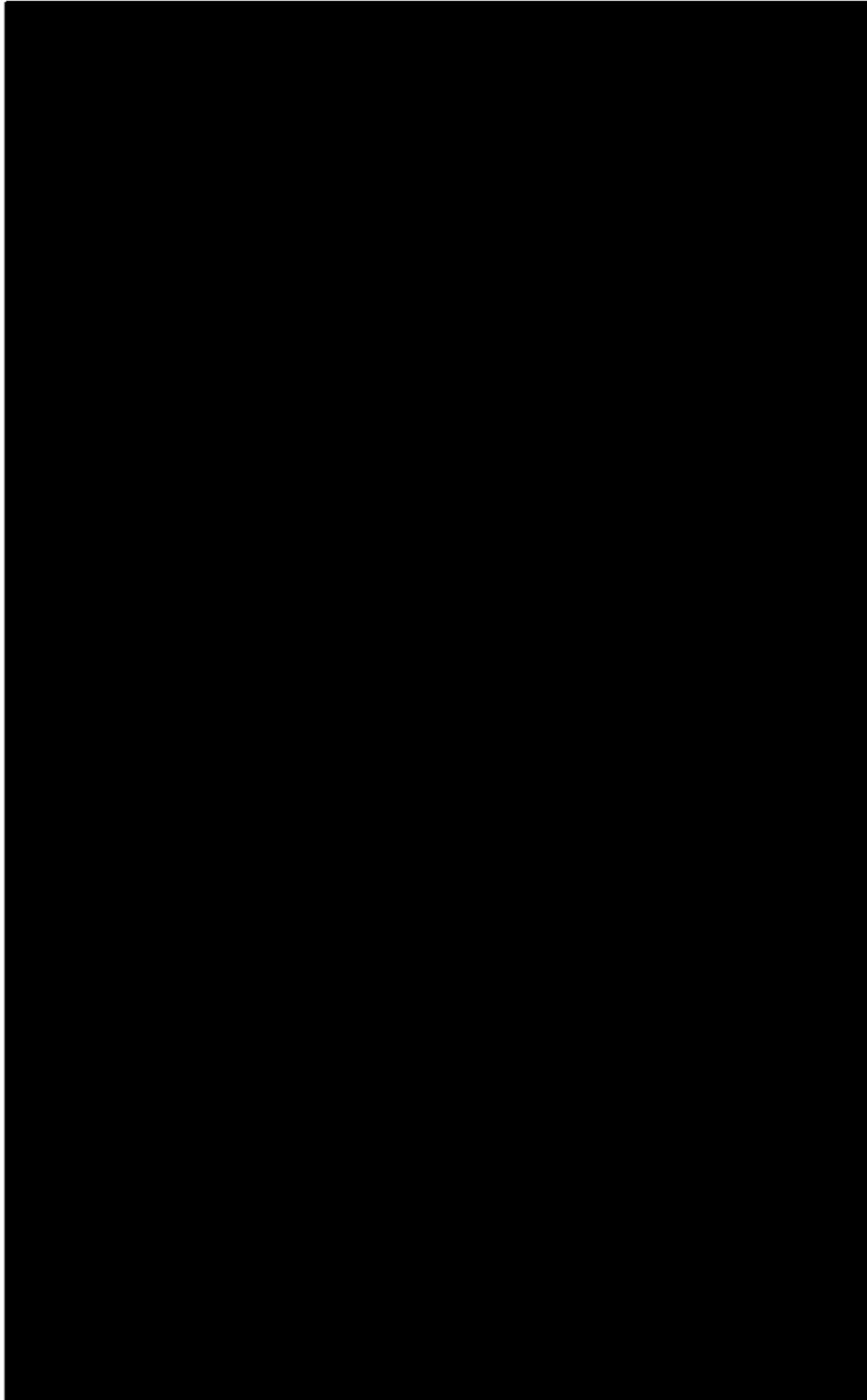
## Prescreen: Scheduling Ramp



# Prescreen: The Prescreen

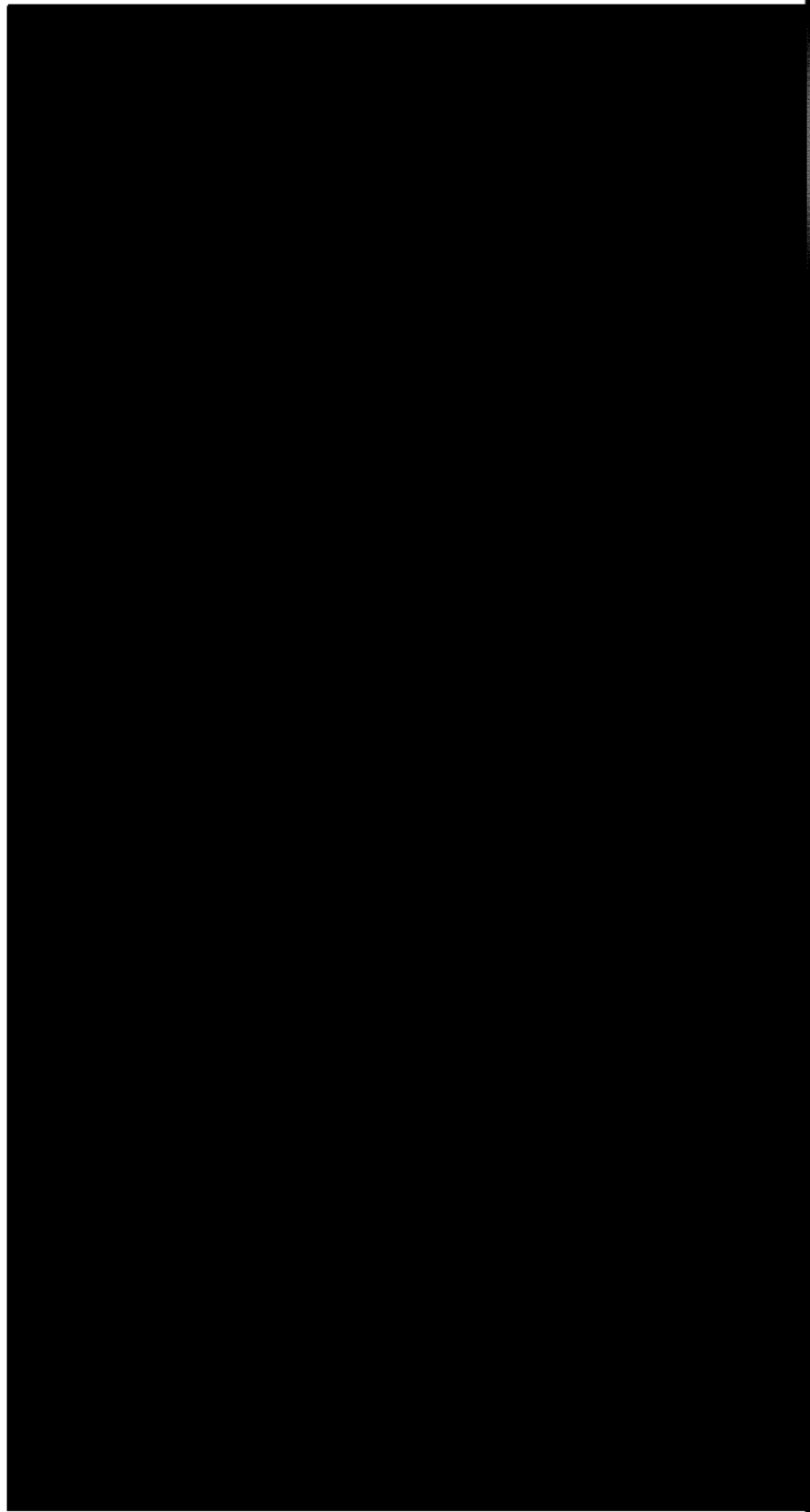


# Prescreen: Closing Begins Now

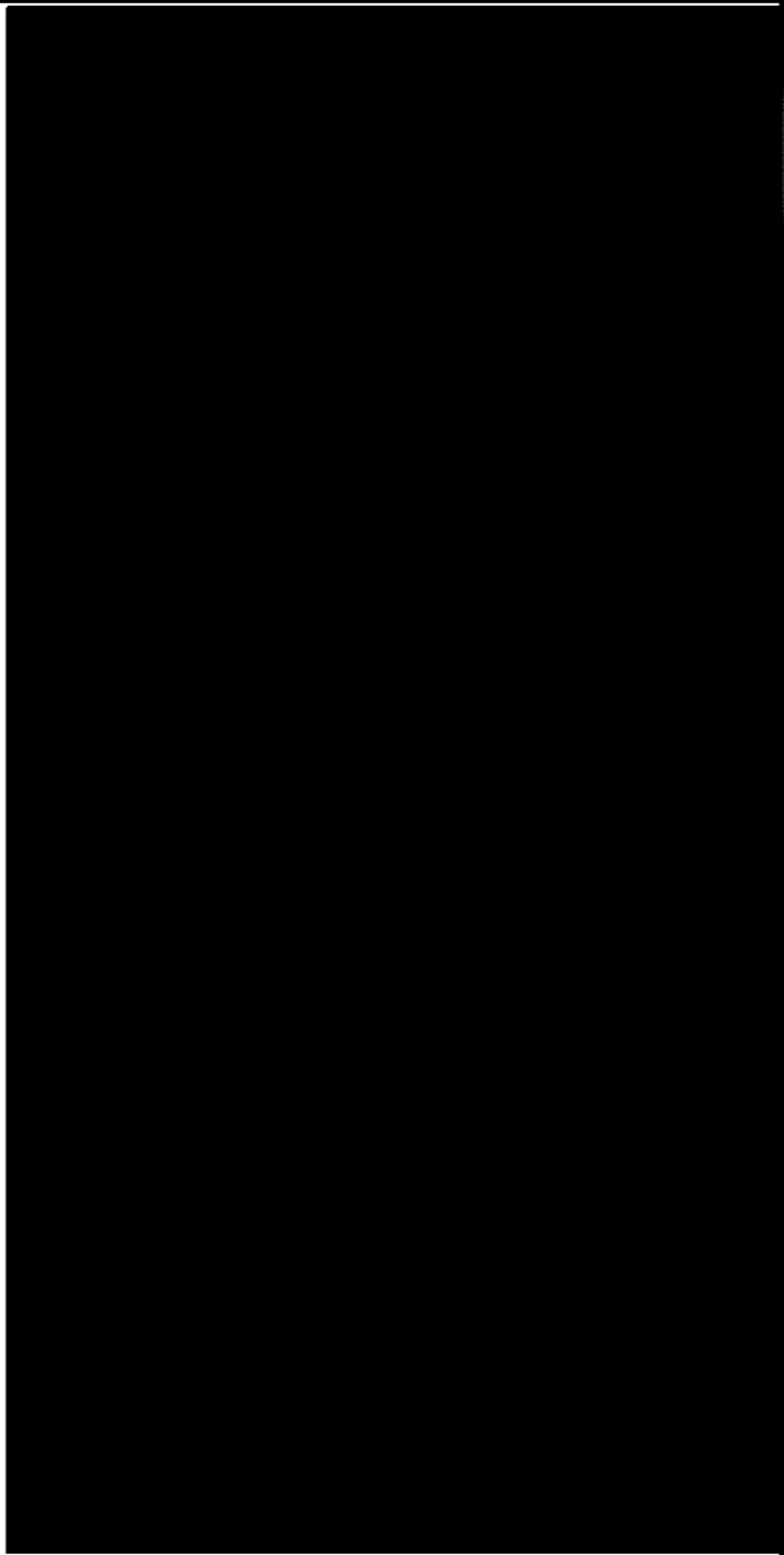


# Prescreen: Checklist or Feedback?

Prescreened Feedback Form  
(NEW PROPOSED)

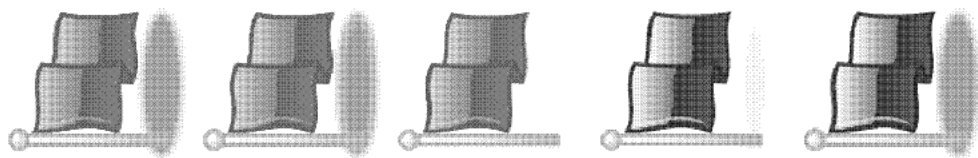


# Prescreen: Feedback Entry

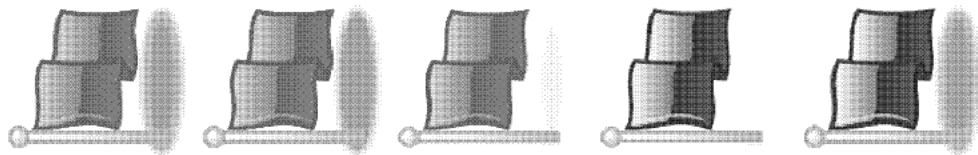
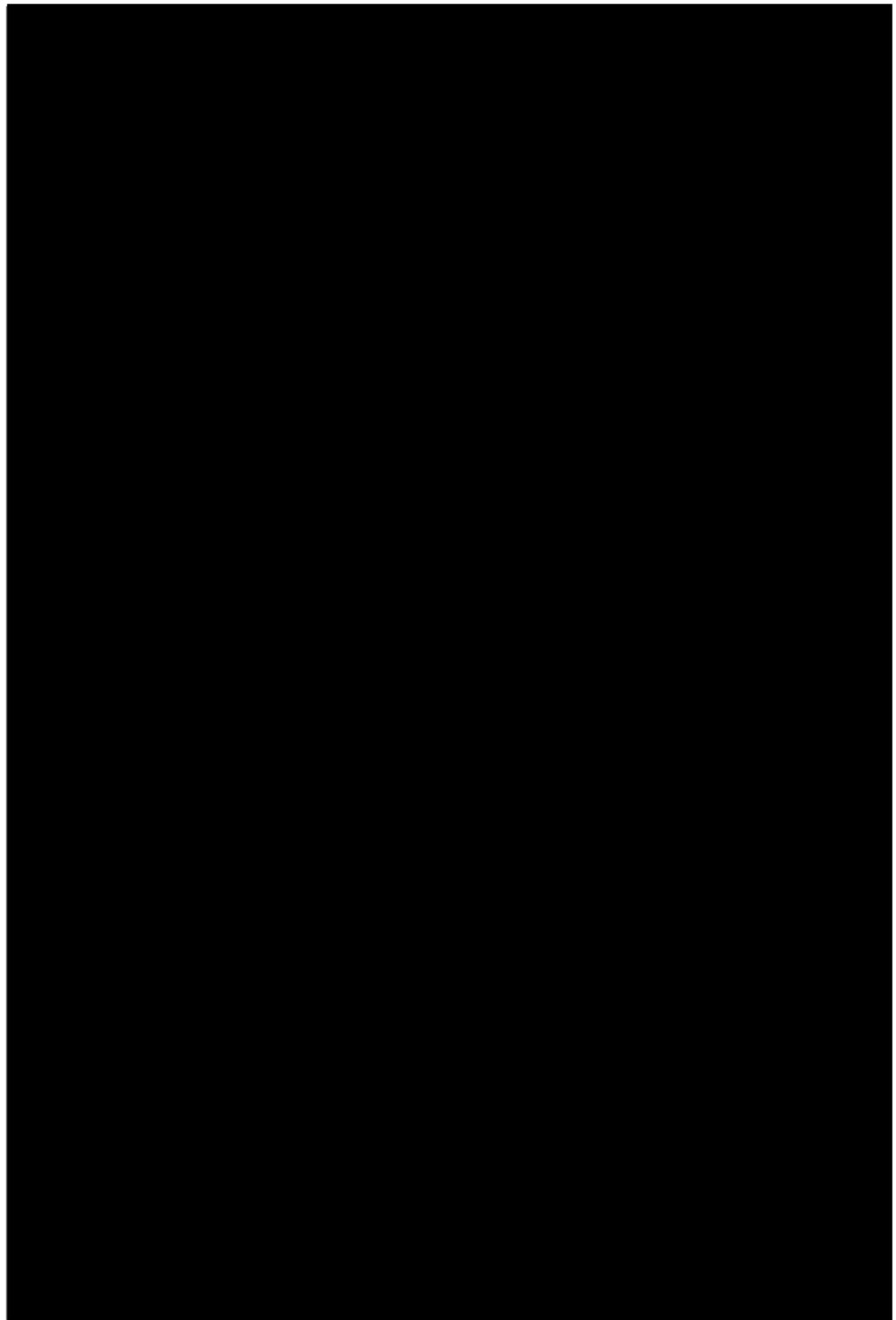


## Prescreen: Next Steps

# Prescreen: Conclusion



# Interviewer Selection Preview



## Bob See, Kristin Kassaei Technical (Phone) Interview

- o Technical (Phone) Interview (content advisor - Bob See, Kristin Kassaei) -- Choreography - Pg. 10 + Interview Forms/Checklists + Interview Skills - Pg. 13 - 14
- 
- \* What is it?
- \* Why is it important?
- 
- + Roles & Responsibilities/who is responsible? (Engineer for interview; RC for scheduling)
- + Where do they go from here? pass/no pass?
- # Recommendation from interviewer
- # Recruiter determines next step

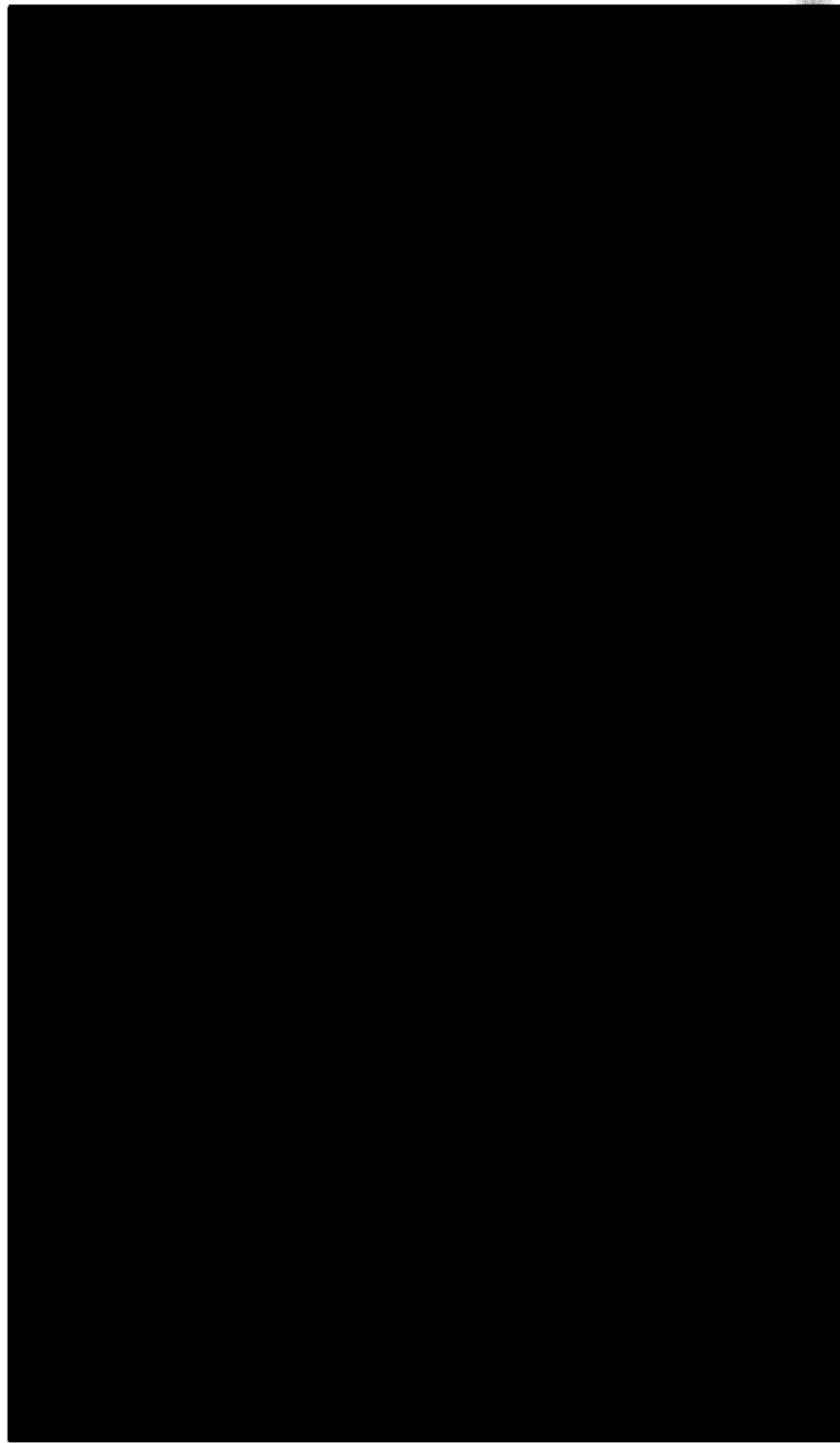
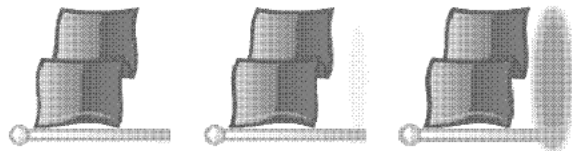
# Hiring Process



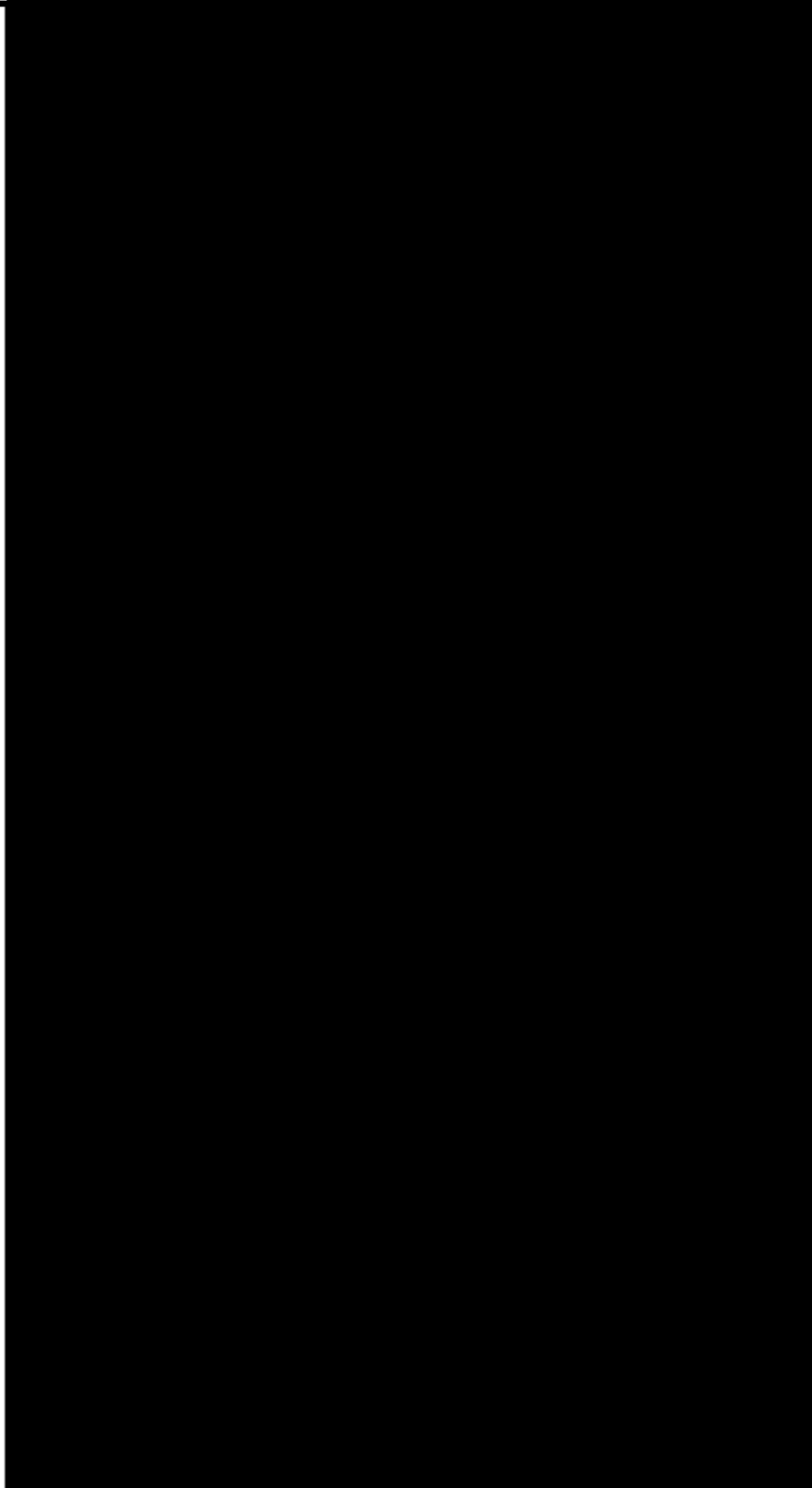


**“Can I skip the Technical Phone Interview”?**

**YES...if**



# Technical Phone Interview: Overview



# Technical Phone Interview: Scheduling

